EMPLOYEE ASSISTANCE PROGRAMS
Role in a Managed Care Environment – A Perspective
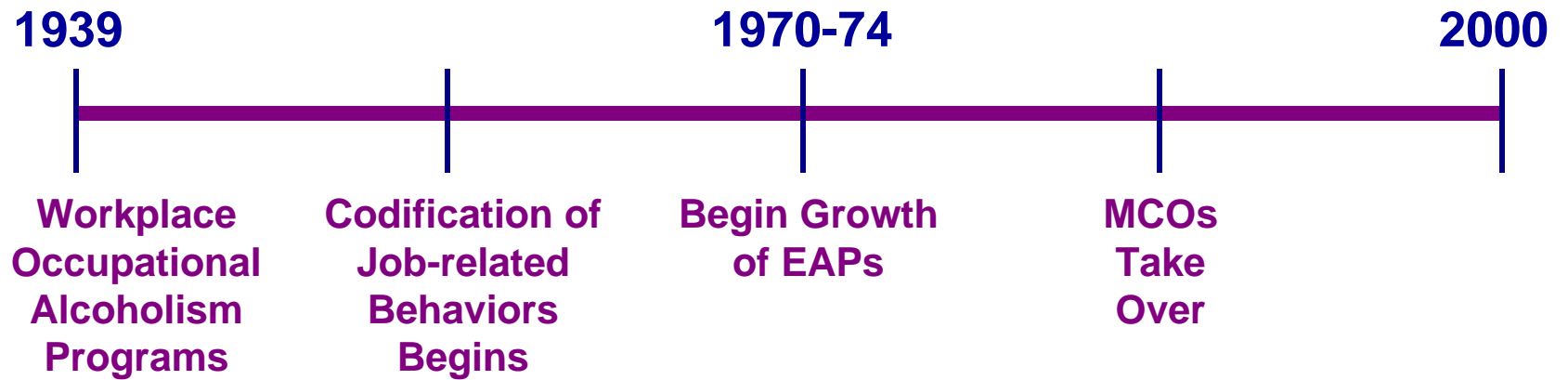
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Employee Assistance Programs (EAP)

Note: 1974 - Emergence of Terminology of EAP

Past - Present - Future

**1939**   **1970-74**   **2000**

Workplace Occupational Alcoholism Programs

Codification of Job-related Behaviors Begins

Begin Growth of EAPs

MCOs Take Over

Approximate Stages in the Development of EAPs

|	Occupational Alcohol Programs	Early EAPs	Modern EAPs	Managed Behavioral Health Care/EAPs
	1940-1970	**1970s**	**1980s**	**1990s**
Problem Addressed:	Alcohol Only	Alcohol Emphasis	Personal Concerns influencing Job Performance	Wide Range of Personal and Family Concerns
Source of Referral:	Coworker/Supervisor	Supervisor	Self/Supervisor	Self
Indication:	Alcohol Symptoms	Job Performance	Job Performance/ Personal Concern	Personal/ Family Concern
Intervention:	Program Support/ Self-help Group	Residential Treatment	Residential/ Community Treatment Referral	In-EAP Counseling/ Community Referral

The Future of EAPs
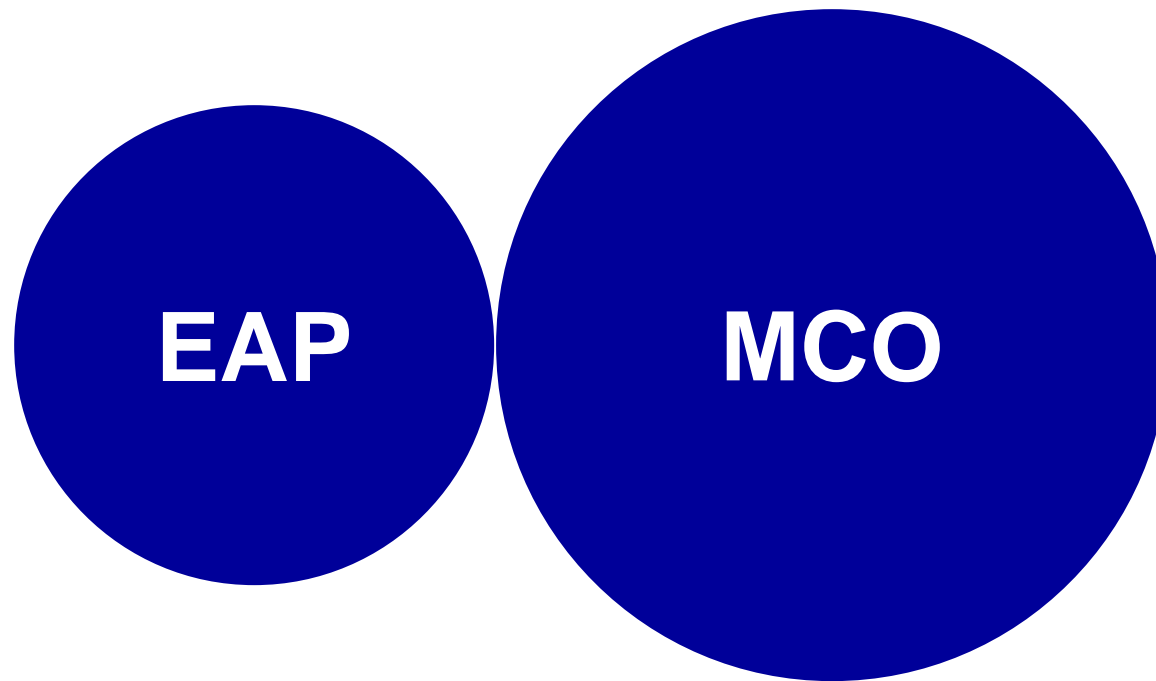
♦ Where have they been?

♦ Where are they going?

The Players
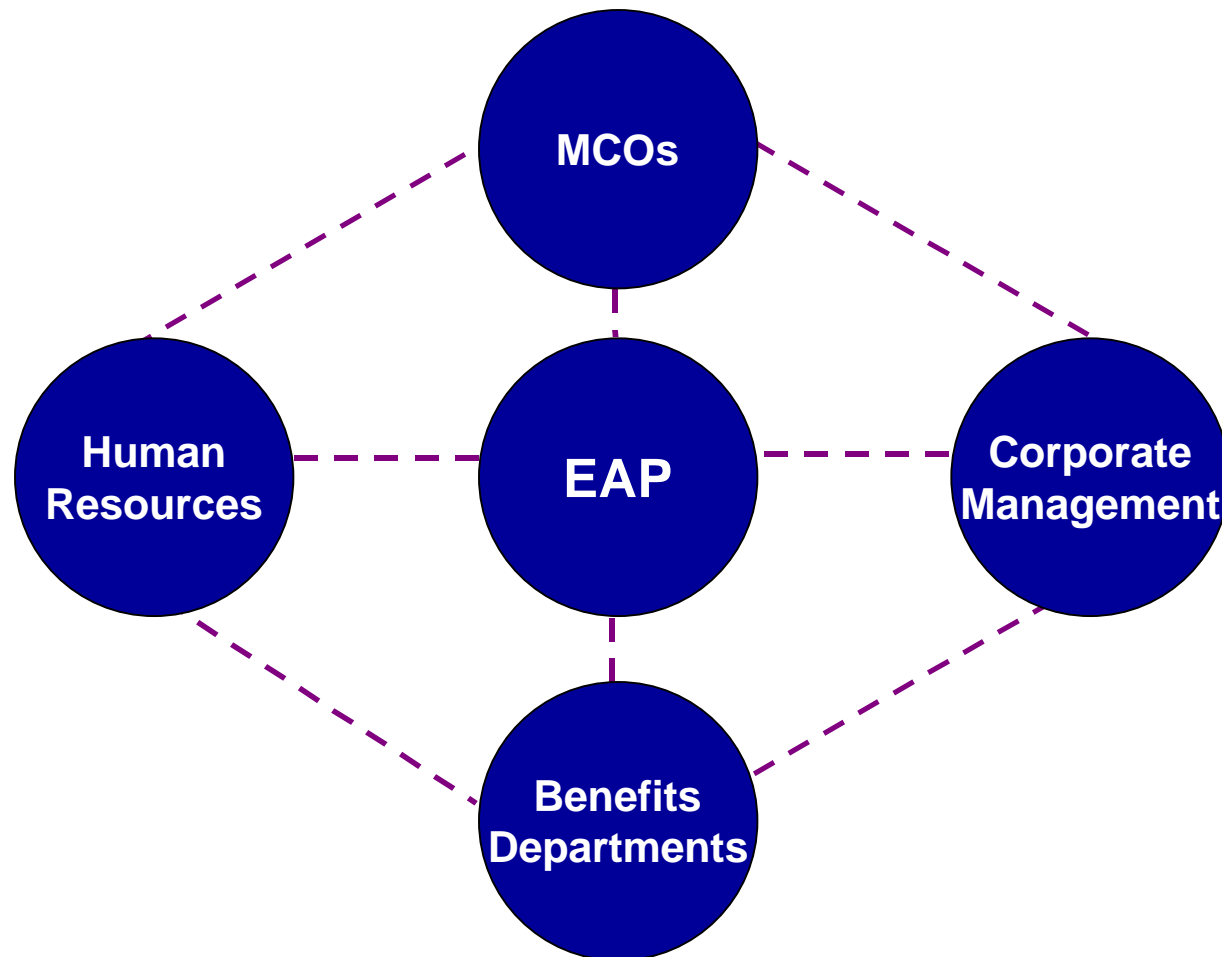
Projected EAP/MCO
Future Relationship
1980's

EAP

MCO
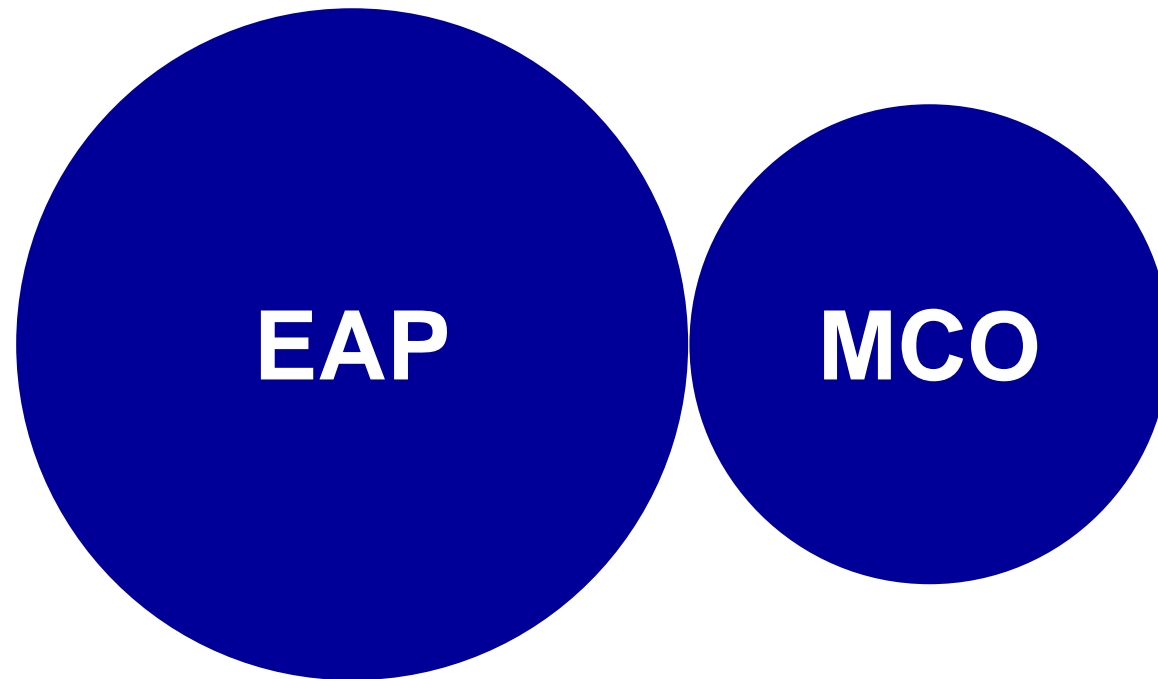
EAP/MCO Relationship
as it Evolved
1990's

EAP

MCO

Why Did This Structure Occur?

♦ EAP professionals and associations needed cohesiveness and more organization to respond to cost containment issues of the 80's.

♦ EAPs that were independent of health and MCOs focused on humane and intensive treatment and not the bottom line.

♦ Other players focused on cost containment and bottom line without EAP input.

♦ EAPs became marginalized.

EAP Goals and Purpose

EAP Goal is to
- ◆ Negotiate   ◆ Persuade
- ◆ Influence

groups with power and authority, i.e.
- ◆ Management   ◆ Organized Labor
- ◆ Insurers   ◆ Health Care Providers
- ◆ MCOs

Purpose

- ◆ Realize mission of employee assistance - especially when it differs with power/authority groups.

EAP Service Models

Internal – Staff Employees of Organization Served

♦ Influence worksite policies

♦ Available for training and prevention

♦ Outreach to employees in workplace

♦ Follow-up on-the-job reintegration of employees during and after treatment interventions

EAP Service Models (continued)

External – Services Offered on a Contractual Basis

♦ Cheaper when focusing on cost per employee

♦ Little documentation on long-term and secondary cost-effectiveness

Challenge to EAPs and Researchers

◆ **Need to document and demonstrate worth**

   – Cost effectiveness

   – Cost benefit

◆ **Need to demonstrate**

   – How and in what circumstances EAP benefits employees and other stakeholders

Without objective effectiveness and outcome data, it is difficult to persuade big management, or big labor, or big health that they should invest in the EAP model of case identification, assessment, training, referral, case management, and follow-up.

Results of Newer EAP Models

♦ Some feel lack of personal contact prevalent in traditional EAP models

♦ Creation of Labor Assistance Programs

♦ Peer-Assistance Programs

Research Agenda

♦ More time needed to look at environmental influences contributing to substance abuse among workers.

♦ Need to look at this from a prevention standpoint.

♦ A holistic response needed for worker problems affecting productivity.

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